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**RELATIONSHIP BETWEEN PERSON ENVIRONMENT FIT AND CAREER
DEVELOPMENT AMONG EMPLOYEES AT INSTITUT KEMAHIRAN BELIA
NEGARA (IKBN) KEDAH**

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ABSTRACT

This study was conducted to identify the relationship between Person Environment Fit and Career Development among employees at IKBN in Kedah. Person Environment fit was measured using five dimensions, namely Person Job fit, Person Group fit, Person Supervisor fit, Person Vocation fit and Person Organization fit. This study used cluster sampling technique, and sample selection was among staff at both IKBNs from three departments, which are Administration, Students Affair Department and Training Department. This study used quantitative technique and questionnaire was used as an instrument for data collection. To analysed the data, total 152 questionnaires were collected and further analysed using Statistical Packages for Social Science (SPSS) version 22.0. The data was analyse using descriptive analysis, factor analysis, reliability analysis, Pearson correlation analysis and multiple regression analysis. Five (5) hypotheses were developed in this study. From the data analysed results, the study found all five dimensions namely Person Job fit, Person Group fit, Person Supervisor fit, Person Vocation fit and Person Organization fit have significant and positive relationship with career development. It shows that all five hypotheses were accepted. Based on this finding, IKBN Kedah need to focus on upgrading the all Person Environment fit dimensions to motivated employees to participate in their career development activities.



ABSTRAK

Kajian ini dijalankan untuk mengenal pasti hubungan antara *Person Environment Fit* dan Pembangunan Kerjaya dikalangan pekerja di IKBN di Kedah. *Person Environment Fit* diukur dengan menggunakan lima dimensi iaitu *Person Job fit*, *Person Group fit*, *Person Supervisor fit*, *Person Vocation fit* and *Person Organization fit*. Kajian ini menggunakan teknik persampelan kluster pemilihan sampel adalah antara staf di IKBN dari tiga jabatan iaitu Jabatan Pentadbiran, Jabatan Hal Ehwal Pelajar dan Jabatan Latihan. Kajian ini menggunakan teknik kuantitatif dan soalan kaji selidik digunakan sebagai instrumen untuk mendapatkan data. Untuk menganalisis kesemua data, Statistik Sains Sosial (SPSS) versi 22.0 digunakan iaitu analisis deskriptif, analisis faktor, analisis kebolehppercayaan, analisis korelasi Pearson dan analisis regresi berganda. Dalam kajian ini sebanyak lima (5) hipotesis telah dibangunkan. Berdasarkan keputusan analisis data, kajian mendapati kesemua dimensi iaitu *Person Job fit*, *Person Group fit*, *Person Supervisor fit*, *Person Vocation fit* and *Person Organization fit* mempunyai hubungan yang positif dan signifikan dengan pembangunan kerjaya. Ini menunjukkan kelima-lima hipotesis adalah diterima. Berdasarkan penemuan dalam kajian ini, IKBN di Negeri Kedah perlu lebih banyak melakukan penambahbaikan serta fokus terhadap kesemua dimensi dalam *Person Environment fit* supaya dapat memberi motivasi kepada pekerja untuk menyertai aktiviti pembangunan kerjaya.



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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Previously, past studies have shown that career development should be an important aspect to be emphasized in each organization as different organization has its own career development strategy but nowadays organization and employees face significant challenges in integrating an individual's vision of their career opportunities and organizational objectives. Therefore, current career development focus is becoming more holistic and balance as it focuses to both individual and organizations.

In addition, career development for both individual and organization also should be highlight due to career development contributing to employee's personal development and organizational performance growth (Mc Donald and Hite, 2018). Meanwhile, career development will prepare employees to take more responsibilities in the organization, which further may benefit the organization since it enhances employees' psychological contract achievement and job performance (Yunsoo Lee and Jae Young Lee, 2018; Moon and Choi, 2016). Thus, realizing the important of career development for both individual and organization, the employer is trying to seek any possible way to provide conducive working environment to the employee, in order to motivate them to achieve their career development.

With this regards, they will put an extraordinary effort in performing task given to achieve the best career development. Thus, self-actualization and self-need can drive an individual towards the greater life achievement, which is fully explained by Theory of Need by Abraham Maslow (1954). This theory explained well about the motivation which drives employee to improve their work quality in order to achieve the target in their career development. Additionally, Maslow relates the five dimensions of hierarchy of needs by acknowledged the primary need to the less level need of human (Ulla, Tomas & Alexander, 2011).

Nevertheless, even though all employees seek for the self-actualization, however most employees prefer a challenging, meaningful and exciting career, which different from each other (Marhaini & Nurliza, 2017). Critically, there is a significant different between career development in public sector and private sector due to different organizational structure. This means each employee in the organization has different career's need. Therefore, today's employers will face many challenges in managing human resources within the organization in order to match with the different individual career's need.

Currently, IKBN became a well-known center for youths' skill learning and development and also being recognized by the government. IKBN not only concentrated on skill learning and development for youth, but also investment on human capital development. Thus, being specialized in skill learning and became the trusted institution in Malaysia, IKBN attracts parents' trust to send their children to learn some specific skills provided here. Moreover, since 2015, Technical Education and Vocational Training (TVET) has

been introduced to all Malaysian skills education system to win over competitive advantage in any uncertain market environment. Hence, IKBN cannot run away from engaging with the new education system. Therefore, TVET created new challenges for the all staffs at the IKBN to achieve the ultimate goal in this education system.

Furthermore, TVET has been implemented in all skill education centers specifically IKBN to ensure that graduates are fully prepared and acquired some specific skills that are competent to current technology and market demand. This is because, Malaysia is moving into the era of Industrial Revolution 4.0 where everything is conducted by technology and human personnel is only act as a controller. Similarly, as stated by the Minister of Youth and Sports, Syed Saddiq Syed Abdul Rahman in *Harian* news (2019), "*Malaysia wants to be a better and able to market TVET graduates specially to face the upcoming Industrial Revolution 4.0*". Thus, to ensure the IKBN's students possess with adequate skills and be a competent human capital, it is a great challenge to employees at IKBN have to face. Hence, all employees must be well prepared and fully acquired with enough knowledge, skills and abilities to train the students.

Consequently, as what mentioned by Malaysia Youth and Sports Minister, in order to ensure TVET graduates like IKBN stand same level with other Public University graduates, it is critical need to employees at IKBN to find initiatives to improve their own skills before deliver teaching to the students, meanwhile also helping them in their career development. Thus, by having adequate skills and training from expert staffs at IKBN, all

the IKBN's graduates can be successfully captured the future market demands same as other graduates from public universities.

In order to meet the government's requirements in TVET, an increase in the skills of each worker is needed to enable them to produce IKBN students in line with those who graduate from public universities. Therefore, IKBN needs to provide training such as seminars and workshops to enhance the knowledges, skills and abilities among employees. Training, seminars and workshops that consider career development activities are important for IKBN's continued pursuit of success in TVET. Therefore, the IKBN needs to provide career development activities to its employees to ensure that the government's requirements in TVET are successful.

1.2 Problem Statement

Critically, as the educational system keep changing from time to time, career development activities in IKBN has being one of the main concern of the IKBN management. All the employees in IKBN need to be well improved and always alert with the latest market demand. Hence, to achieve this objective, they cannot work alone as the performance for the whole organizations is depend upon all human capital invest in that. The employees also need to connect with other colleagues, supervisors and students in order to perform their task very well. On the other hand, employees need to work in conducive and comfortable working environment to ensure easy and smooth routine work as well as to maintain the quality of work delivery.

When the government wanted TVET students to match their graduates from public universities, IKBN took the initiative by supply the employees with specific training and self-development to improve their existing skills from time to time. IKBN holding a number of training, seminars and workshops to enhance the knowledge, skills and abilities among employees at IKBN. This programs will help the employees to have clear view on what next to be taken during their service at IKBN. Furthermore, it helps employees to feel more comfortable and enjoy supportive working environment, so that they will easily give their best. Hence, the influence of environment within the organization will help employees build their career development to excel more in their career. However, the results of the interview with the head of the IKBN administration, En. Nazir found the presence of workers in every training, seminar or workshop held unremarkable. Usually only 40 percent of workers attend seminars or training held. Various reasons used by employees such as personal issues, non-compliance and so on to not attend training or seminars.

With regards to above discussion, it is aligning with the concept of Person Environment (P-E), which observe the match between person with the working environment's fit (Cheng & Ling, 2011). In addition, Jansen and Kristof-Brown (2006) explain that P-E fit is multi-dimensional and constructed with the five dimensions, which are Person – Organization (P-O) fit, Person – Job (P-J) fit, Person-Vocation (P-V) fit, Person-Group (P-G) fit and Person – Supervisor (P-S) fit. Based on the five dimensions above, P-O fit will examine on employees' individual fit with the organization which is IKBN; public sector organization while P-J fit will examine the congruence between an individual with

the job's requirement. Besides that, P-V fit will observe about an individual match with the position she/he held in IKBN. Meanwhile P-G fit and P-S fit will examine the congruence between an individual with the people surrounding them like co-worker and the supervisor consecutively. Generally, researcher's aim is to study the relationship between person's environment and career development at IKBN in Kedah.

Even though nowadays many previous research conducted studies about P-E fit, but most studies were studied the relation with job satisfaction, career success and employee commitment (Ballout, 2007). However, there is still limited number of studies that study about P-E fit and career development. Several studies studied the relationship between some or few P-E fit dimensions only, but up to researcher's limited knowledge, there is still lack on previous studies that combine all five P-E fit dimension in one single study. Therefore, this study's aim to examine about all P-E fit's five dimensions with career development among employees. Furthermore, the scope of study among employees in public sector organization like IKBN is seemed lack behind on available present literature, specifically in Malaysia context.

In addition, P-E fit influences career development among employees, as they will be more motivated and enthusiastic in carrying out tasks due to easy going working environment (Akinropo, 2013). Arguably, conducive working environment with supportive team worker, and supervisor, and organization support will increase the employee's motivation to do their work at the best. Therefore, they will excel in their performance due to feeling secured with the career development provided by the

organization for them. In a nutshell, P-E fit and career development is an important aspect for today's employees specifically employees in public sector like IKBN to perform well in their routine task.

1.3 Question of the Study

As the main purpose of this study is to examine the relationship between all P-E fit dimensions and career development among employees at IKBNs in Kedah, this research aims to answer the following questions:

1. Is there any relationship between Person-Job fit and career development among employees at IKBN in Kedah.
2. Is there any relationship between Person-Group fit and career development among employees at IKBN in Kedah.
3. Is there any relationship between Person-Supervisor fit and career development among employees at IKBN in Kedah.
4. Is there any relationship between Person-Vocational fit and career development among employees at IKBN in Kedah.
5. Is there any relationship between Person-Organization fit and career development among employees at IKBN in Kedah.

1.4 Objectives of the Study

Based on the research questions as mentioned above, this study aims to observe the following objectives as below:

1. To examine the relationship between Person-Job (P-J) fit and career development among employees at IKBN in Kedah.
2. To identify the relationship between Person-Group (P-G) fit and career development among employees at IKBN in Kedah.
3. To determine the relationship between Person-Supervisor(P-S) fit and career development among employees at IKBN in Kedah.
4. To determine the relationship between Person-Vocation(P-V) fit and career development among employees at IKBN in Kedah.
5. To identify the relationship between Person-Organization (P-O) fit and career development among employees at IKBN in Kedah.

1.5 Significance of Study

The main purpose to conduct this study is to examine the relationship between P-E fit and career development. The findings from this study may benefit both organization and employees in providing the efficient methods to help employees develop their career path. From the theoretical side, findings from this study may contribute to additional body of knowledge on career development in previous literature, specifically in public sector education center. Apart from that, the result from this study may also give an effective input to employer and to the organization especially in IKBN Negeri Kedah to enhance their employee's career development strategy. Lastly, this study will present empirical data on the relation between P-E fit and career development. Thus, will help the management to recognize and focus on the most significant dimension of PE fit in order to enhance employee's career development.

1.6 Scope of Study

The main focus of this study is to examine which dimensions of PE fit that could help employees to develop their career path in IKBN. Specifically, this study aims to examine which PE fit's dimensions like person-job fit, person-group fit, person-supervisor fit, person-vocation fit and person-organization fit have a significant impact on career development. In addition, this study is a cross-sectional method and involving all employees from clerical level to deputy director at two IKBNs in Kedah.

1.7 Definition of the key terms

The definitions of each concept involved in the current study are present as follows:

Terms	Definition
Career Development -	The involvement training on new skills, moving to higher job responsibilities, making a career change within the same (Wayne, Shore & Liden 1997)
Person-Job (PJ) Fit -	Employees perceived their competencies (knowledge, skills, and abilities) congruence with the demands of the job. (Lauver & Kristof- Brown, 2001)
Person-Group (PG) Fit -	Compatibility between an individual's knowledge, skills and abilities, and his or her work group members' demands.

(Lauver & Kristof- Brown, 2001)

Person- Supervisor (PS) Fit -

Employees' perceived their individual's knowledge, skills and abilities congruence with his or her supervisor's demands.

(Lauver& Kristof- Brown, 2001)

Person- Organization (PO) Fit -

Employees' perceived their individual's knowledge, skills and abilities congruence with organization's demands. (Lauver& Kristof- Brown, 2001)

Person- Vocation (PV) Fit -

Employees' perceived their individual's knowledge, skill and abilities congruence with their vocation or professional demands. (Lauver and Kristof-Brown 2001)



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1.8 Organization of Chapters

This is the first of five chapters in this study which present the background of the study and the introduction part like Problem Statement, Research Questions and Objectives, and Definition of Key Terms. Next content about literature review will be explained in Chapter Two which is general review of the literature on P-E fit and career development. The concept of P-E fit and how it can be influence also will be presented. Discussion in chapter two will continue with past empirical findings on dimensions might influence

career development like P-J fit, P-G fit, P-S fit, P-O fit and P-V fit. The chapter concludes with the development of the research hypotheses.

Chapter Three describe the method for the study, namely the research design and procedure. The chapter reports the selection of participants, samples types and size, and the development of questionnaire for the research. Chapter three ends with a brief description of the strategies and procedures that were used to analyzethe data collected from the survey.

Henceforth, Chapter Four reports results of the study. There are reports of the descriptive statistical analysis, correlation analysis, and regression analysis. The results are summarizing in a number of tables to facilitate interpretation. Lastly, Chapter Five discusses the interpretation of the research findings for the study. The findings were comparing with the findings in the past research reviewed in Chapter Two. Chapter Five ends with a discussion on limitations of the study, their implications for both researchers and practitioners and some suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on career development and dimensions that might influence career development. The chapter begins by telling the concept of career development and this followed by discussing the findings from past studies on career development. The chapter then reviews how dimensions like person-job fit, person-group fit, person-supervisor fit, person-vocation fit and person-organization fit related to career development. The chapter concludes by discussing the research framework.

2.2 Career Development

Career development is various alternative such as developing abilities, preserving current skills and getting ready for the future ahead of just receiving promotion (Cigdem and Belgin, 2014). Besides that, career development is the building of organizational members' knowledge and skills to prepare them for new opportunities and challenges (Amah & Augustine 2013). It is because when employees improve their knowledge, they also can improve their career. Besides, Robert C Merchant (2013) elucidates that career development involves concerted efforts directed towards assessing a workers' potentials identifying likely career paths for that employee and designing and implementing various forms of training and experience to prepare that person for more advance job. It is because if employees want improve their career, they need more effort to upgrade their skill and add more knowledge for their job.

Furthermore, career development is significant for talent employee retention where if organization desires to reinforce their bond with their talented employees, they must spend some effort on development of employees (David, 2014). It is shows the key of career development is effort from the employees to build their career. Besides, employees in general will react positively toward advancement opportunities and career development (Yap 2016; Kibui, 2015). It is because when organizations offer career development opportunities for their talent to enhance their career, it will enhance the trust, motivation, improved commitment, and high retention rate (Yap, 2016).

When organization ensures the employees meet their individual needs, it can increase employees' loyalty and restrict employees from leaving the organization (Yap, 2016; Kibui, 2015) and they can work with comfortable and happy. However, somestimes an individual without the intervention from organization cannot view career development process (Samia, 2017) because organizations make the process of career development more formal, effective and beneficial for employees. In the careers, development process will give employees benefits as employees will increase ability to link personal career development with organizational opportunities, employee can improve communication with supervisor or manager about career plans (Dianne, MSc, BN, CCOHN and Marilyn, 1996). However, some organizations provide career development in moral development perspectives as a motivation to employee (Samia, 2017). In this study, the measurement career development among staffs IKBN in Kedah is examines the opportunities career development from organization to employees followed by the abilities of employees to fit

in every situation when doing the assignment (e.g, reliability, benefits and others). The influence factors career development of staffs IKBN Kedah as a next point.

2.3 Person-Environment fit

P-E fit is the compatibility that occurs when individual and work environment characteristic are well matched (Ballout, 2007; Kristof-Brown, 2005). This is because when employees can follow the working environment, they will doing their job very well and can give more benefits to organization. Besides, Rong & Nye (2017) has explained P-E fit concept is might be originated from Caplan in 1980. He published his brilliant idea about Origin of the Species and made the well-known concept of organism and environment fit. Today, organization need support employees to developed their career and that the important to their advancement because currently all the things is challenging. In a IKBN Jitra environment, fit researchers seek to determine the extent to which individual characteristic (e.g values, beliefs, abilities and personality) and features of the work setting (e.g organizational culture and job requirements) jointly influence job-related outcomes like career development.

According to Simone (2008), There are two subtypes in P-E Fit, namely Supplementary fit and complemetary fit. In this study, researcher used complementary fit (demand abilities), it is an entity that has the characteristics that others need. Complementary fit would be high if the individual employee possessed skills that the organization required to get a particular job done or the organization provided rewards or compensation to the individual employee might need or want (Cable & Edwards, 2004). Furthermore,

demands abilities fit showed result in an employee's high performance and this high performance comes with associated experience of objectives career development outcomes, such as promotion, high salary level and the environment provides as a form of reward (Kennedy, 2005). Contrast with supplementary fit (Need-Supplies), it is when the organization has the same basic features. For example, supplementary fit will be high when workers and organizations have equations such as autonomy or creativity.

However, a recent review of P-E fit literature has also included research involving P-J fit, P-G fit, P-V fit, P-S fit and P-O fit. Next subsection will introduce all five dimensions of P-E fit.

2.3.1 Person- Job fit

P-J fit can be defined as the individuals' fit and ability with demand of job (Sulistiowati, Nurul & Endang, 2018). Besides, Kristof (1996) considered P-J fit as one of the well-studied forms of P-E fit that it concerns the compatibility between individuals and the specific jobs or tasks they are required to perform in a given contractual relationship. Conceptually, the relative importance of P-J fit is outlined in terms of the distinction between demands-abilities (DA) fit and needs-supplies (NS) fit (Edwards, 1991). The first form of fit exists when the individuals' knowledge, skills, abilities (KSA), and other attributes are compatible with what the job requires. The second form of P-J fit occurs when individuals' needs and desires are commensurate with what the job supplies (job attributes) in order to be performed (Kristof-Brown et al., 2005).

P-J fit between employee and employer based on the idea of the psychological contract. This dimension is most directly relevant in promoting employees for specific skills or duties that are to be satisfied performed under transactional contract. As for employees, they expect transactional contracts to provide immediate direct rewards (pay) and other motivational aspects (training, transferable skills, career experience) that enhance their career employability (Ballout, 2007).

Individual and managerial skills is important in career development and that individual qualities and work environment factor combine to facilitate individuals entering and advancing in management in hierarchical organizations (Ballout, 2007; Tharenou 1997). Individual who advanced in their career were ambitious, motivated, intelligent and suited to the task demands of managerial jobs. In this study, using P-J DA is due to the respondents, IKBN staffs. They are group of employees classified into two groups. First, management and professional group and second is supports group, and both group need to equip with KSAs to developed career. To measure the relationship between P-E fit and career development among the IKBN in Kedah staffs, researcher concentrates on P-J DA fit.

2.3.2. *Person- Group Fit.*

The compatibility between individuals and their work groups has been deemed P-G fit (Kristof, 1996). Work group can range in number from a few immediate coworkers to an entire department. While most of the research on P-G fit has concentrate on the compatibility of personality traits between team members, a handful of studies have

examined fit in accordance goal characteristics or values within group (Kristof-Brown et al., 2005). However, P-G fit also refer to “the congruence between an individual and their teamwork” (Isik & Ismail, 2013). Team worker can be defined as “a group of person that working in same department, unit, regions or divisions within an organization”. Although it is likely that most employees do work within an organizational department or division, measures of P-G fit operational at the departmental or divisional level may lead to results different from P-G fit operational as a group work. Thus, because not all employees have work responsibilities or tasks that require them to work within a team.

P-G fit also divided into two forms, it is supplementary fit and complementary fit. Many studies had concentrated on the supplementary fits in these two forms of P-G fit by examined the similarity of individual characteristic among team workers (Abdul Halim at al, 2013). This style of congruence refers to the homogeneity of members, which explains that each individual in the same team has same characteristic and personality. This type gives more benefits to team members because they can complement each other (Isik & Ismail, 2013). In other hand, heterogeneity type of fit known as P-G DA fit because each group members possess diversity of knowledge, skill and abilities (KSAs) that vary from each other in the same team.

For this study, group is referring to department in IKBN in Kedah. Have three departments in IKBN Jitra and Naka. First, management department, second, student affair department and third, training department. The measurement of P-G fit implies that

an employee works with a team or group work and examine person and group match in term of P-G DA fit as it is closely related employees' KSAs.

2.3.3 *Person-Supervisor Fit*

P-S fit refer to the perceived fit between employee and supervisor characteristic. Supervisor characteristic are important to employees. It has been show that if employees feel that their values match with those of the supervisor they are satisfied with the job and general work environment (Annelies, Chi-Tai & Aichia, 2011. However, Kristof-Brown et al., (2005) describe a dyad relationship of one individual to others in same environment like colleagues, subordinate or manager. For this study, the relationship between employee and supervisor will be use to understand the P-S fit.

Furthermore, the time line of P-S study started with the theory of leader-members exchange (LMX) by Graen (1976). LMX theorist gives deep focus in exchange relationship between leader and follower on how to care and sustain their relationship when working together in same environment (Dansereau at al, 1975). In addition, according to Ellemers, De Gilder and Haslam (2004), great quality of LMX relationship can create harmonious working environment because of sharing same values and understanding with team members. Thus, it will provide a platform for employees and employer to reduce a gap and experiences high emotional attachment among them.

In P-S fit, term of DA is crucial in ensuring the efficiency of employee-supervisor relationship. This is because P-S fit DA represents the fit of employees' KSAs with their

supervisor requirement and expectation (Kristof-Brown et al., 2005) and it is same when employees only need minimum supervision. Employees' and supervisor need create easygoing working environment and harmonious relationship in the work place. P-S fit also shows how the employee match necessity of their supervisor DA fit or shares same value with their supervisor (supplementary fit). In this study will highlight the interaction between supporter staffs and their supervisor or professional staffs at IKBK in Kedah and see how the employees will represent their DA fit elements to build their career.

2.3.4 Person- Vocation Fit.

P-V fit can define as interest congruence or the “degree of match between the individual’s vocational interests and aspects of their work environment” (Kennedy 2005). Its mean P-V fit have a strong roots in vocational psychology, in discipline focusing on an individual’s selection of an occupation and his or her satisfaction and productivity within that occupation.

However, also have tripartite model of vocational choice provided the foundation of vocational psychology and outline three fundamental aspects of the discipline (Parsons’, 1909). Besides, Tracey & Rounds (1993) found “(a) self-analysis of one’s abilities, aptitudes, interests, ambitions, and resource; (b) occupational analysis of work requirements, tasks and opportunity; (c) the use ‘true reason’ to relate the self and occupational analyses”. In addition, Kristof-Brown (2005) reported somewhat highest validities for measure of supply-demand fit, which refer to satisfaction of personal demands by the environment; and requirement-capacity fit, which is could be observe

when individuals have the capacities required by the environment. In this study, will propose that simply asking employees at IKBN in Kedah whether they actually attained vocational aspirations has the potential to outperform assessments of interests based P-V fit in predicting work related.

2.3.5 Person- Organization Fit

Generally, P-O fit is referring to the extent to which an individual and the employing organization are compatible. On the other hand, Tufail & Jehahgir (2018) argued that P-O fit is more than a simple match; it is usually implying a sense of “chemistry”. It is because when employees want improve their career development, they need support from organization tho help them. In the literature, P-O fit has been defined based on several perspectives like value congruence (O’Reilly, Chatman & Caldwell, 2017; Louis 1980). In P-O fit, Naghme, Samsilah, Maria and Zoharah (2016) found have two dimension, it is needs-supplies (NS) and demands-abilities (DA).

Supplementary fit will happen when the individual has the same characteristics as the organization. Complementary fit occurs when individual characteristics fill and add something that is missing from the organization (Piasentin and Chapman, 2006). Supplementary fit is necessary to adjust the characteristics of the workers, which is the personality, goals and values of the employees of the organization. Complementary fit concern to bridge the gap. In this study, measurement P-O fit is to examine the chemistry within staffs IKBN in Kedah and organization.

2.4 Relationship between variables

This section contains further discussion about relationship between person environment fit and career development. For instance, dependant variable is person environments (P-J fit, P-G fit, P-S fit, P-V fit and P-O fit) between the dependent variable (Career development) and previous literature, and the reasonable hypotheses were formed in each sub section.

2.4.1 Person- Job (P-J) fit and Career Development

Previous study, P-J fit has a positive relationship with employment, career development and has a negative relationship with career turnover. (Cable and DeRue, 2002). This evidence shows career development decisions are influence by the “fit” between individual skills and competencies and the job or career requirements. This is shows are fit will influences between individual skills and jobs.

Researchers also found employees will choose jobs that use their knowledge, skills and abilities to perform tasks (Ballout, 2007) and P-J fit is very related with job satisfaction and career development (Yap 2016). It is because knowledge and skills is very important to solve every task or assignment from supervisors or manager. Besides, Mercy (2011) also found that applying knowledge in career management strategies will help employees do their job better and better.

According the past research result from Fatma Nur Iplik (2009) found, enhancing the workforce's alignment with the work that needs to be done will have a positive effect on

both parties. This is will give opportunity to employees to improve career in their self also in organization. The result also supports from Jaleh, Ali Dehganpour & Mehdi (2013) P-J fit will helps employees to improve in their carrer in organization. When employees are highly motivated they will be able to do their job more passionately and all the tasks they are assigned can be completed more efficiently. Most individuals who do the work to their liking will enable the positive results of the work to be achieved (Fatma Nur Ipik, 2009). Therefore, based on the literature, the following hypothesis has been develope between Person-Job (P-J) fit and career development:

H1 : There is a positive relationship between Person-Job fit and career development

2.4.2 Person-Group (P-G) fit and Career Development

P-G fit which explains that each employee cannot avoid working with other employees in same department or work place. Thus, it is very crucial for every employee to possess group fit match with their individual fit to ensure about their excellent performance and to improve their career. However, in P-G approach, demands fit based reflects ability fit, which emphasize matching commensurate individual and organization characteristic (Kristof, 1996). When individuals believe that their demands are congruent with the team members, they should be more attracted to the team and committed to success.

Previous research by Kristof-Brown (2005) has shown positive relationship with P-G fit and abilities including organization commitment and career development (Yap 2016). P-G fit is related with knowledge, skills and abilities (KSAs) and demand congruence is stronger relationship with affective outcomes because they both involve attitudes, and a

weaker, but still noteworthy, relationship with various types of performance is a strong and effective relationship because the ability to work in a team will give you a positive result as more ideas spread across tasks. Therefore, employees who are able to work with group work requests will have positive results (Kristof-Brown et al. 2005).

Furthermore, when an individual shares the knowledge, the team should be better able to focus, solve task-related problems team goal accomplishment should be view as an excellent contributor and important team members. By working in-group, individual demonstrates expertise and a desire to help the team, thus fulfilling both task and relationship-oriented team member expectations (Jee Young Seong and Amy L. Kristof – Brown, 2012) and improve the career or position (Samia Rehman, 2017). This achievement will give organization impressed and they will get the reward because the performance and employees will satisfy and they know when they perform well they also can improve their career. Based on this evidence, following hypothesis has developed:

H2 : There is a positive relationship between Person-Group fit and career development.

2.4.3 Person-Supervisor (P-S) fit and Career Development.

Career development can achieve by the supervisor support. The supervisor is is the biggest impact on individuals and organizations outcomes (Annelies, Chi-Tai & Aichia, 2011). Demand of supervisor will help employees improve their level of competence in the job. However, previous research has found no evidence of the direct impact to leaderships on employees (Ifzal and Waheed, 2019). It is because some employee do not

like supervise when they doing their task because they don't want feel more stress when supervisor regularly observe them.

From the previous study by Su, Murdock & Rounds (2015), P-S fit can directly affect supervisors by making quality relationships with employees and supervisors. Supervisors can call on employees to formally discuss their duties. The ability of the employee to follow the supervisor's request will enable them to improve their career development. Employees can develop their career when they close with the supervisor because the supervisor will help employees to improve in their career. employee abilities can affect changes in their daily work experience by changing their routines task or changing the nature of their relationships with other worker. To add, supervisors also can play a role as team worker as they are working together in same work place. Thus, the interaction between one individual to their supervisor as may have affected to their performance also career development (Ballout, 2007).

From the literature, it is proved that relationship between employees and their supervisors played an important role to career development because employee's work get evaluated by supervisors. Therefore, maintaining a good relationship and having some consensus will make work easy. As this research, focus on DA fit to measure P-S fit, thus the ability of employee to fulfill and meet the supervisor's demand is the indicator of this dimension. For instance, having a good relationship with supervisor is a main predictor of career development because employee always needs strong support and guidance from

their supervisor to deal with any difficulty or challenging situation. Therefore, based on the above discussion, the following hypothesis has developed:

H3 : There is a positive relationship between Person-Supervisor fit and career development

2.4.4 Person-Vocation (P-V) fit and Career Development.

Previous research from John G. Cullen (2013) show that vocation fit is very relevant to career development as it involves the suitability of their career path workers. The suitability of the career to the employee will help them perform the job better. When employees love their careers, they will work with more enthusiasm and dedication. There is an abiding concern that current approaches to career development are inadequate (Savickas et al, 2009). It is revealing vacations are multifold and affect career development in the organization, greater mental health, enhanced general well-being and self-identity. Followed by Bernd & Uwe Wagner (2013) found in their research P-V fit have positive relation with job criteria and this is suitable to improve in career (Abiodun, 2011). It is because when employee comfortable with position they will do the assignment very well and excellent.

P-V fit can divide into two dimensions, which are DA and NS. High needs represent ambitious standards held by person, and high supplies signify that these standards have met. However, Jeffry R. Edwards (2007) shown the result from their research, high demands coupled with high abilities means that employees easy to move forward and build their career. In contrast, low demands along with low abilities will be difficult that

person developed their career. It is because when employees have a high demand and high abilities, they can show a good performance to supervisor or superior because they will show the ability to attract the trust from supervisor or superior.

Research in P-V fit is very limited, however from the literature above researcher can conclude, P-V fit can help employees to improve their career in organization because the abilities is the key to employee perform well and get the trust from supervisor to give them assignment. Based the discussion, the following hyphotesis has developed:

H4 : There is a positive relationship between Person-Vocation fit and career development.

2.4.5 Person-Organization (P-O) fit and Career Development.

Previous research on P-O fit has shown a positive impact on employees' job-related attitude and organization. Studies on job-related attitude found that P-O fit P-O fit is very significant with employees commitment (Boon, Hartog, Boselie & Paauwe, 2011) and also will help them to improve in career development (Abiodun, 2011).

Studies by Sango and Eunmi, 2017 provides evidence that P-O fit is will help employees build their career development because organization support is main factor to employees move forward in their career. Furthermore, for these employees a high level of P-O fit is likely to increase their commitment and motivation toward task performance and their engagement in good and lasting relationships (mentoring relationship, organizational citizen behaviors) with their employers, which in turn will result in positive individual

career development and organization outcomes. Followed by Godshalk and Sosik (2003), they found that workers and organizations need to play a role in achieving their goals. It is true because when employees need support to improve their career, organization need take action to give them motivation and spirit to improve in carrer. Furthermore, the concept boundaries of P-O fit are more expansive than other dimension like P-J fit, P-G fit, P-S fit, and P-V fit. Moreover, organizational demands and characteristic are likely to be more stable than specific KSAs required of a particular position (Bowen et al, 1991).

According Michael J. Morley, (2007) found P-O fit has positive relationship with job satisfaction and career development. When job satisfaction increases, respondents' intention to turnover decreases and career development will increase. It is can help employees feel happiness when come to workplace and they will do their job very well and excellent. From the discussion, the following hypothesis has developed:

H5 : There is a positive relationship between Person- Organization fit and career development.

2.5 Research Framework

The research framework for this research shows the relationship between P-E fit and career development. In this study, the dimension in P-E fit like P-J fit, P-G fit, P-S fit, P-V fit and P-O fit are in the independent variables, while career development is dependent variable.

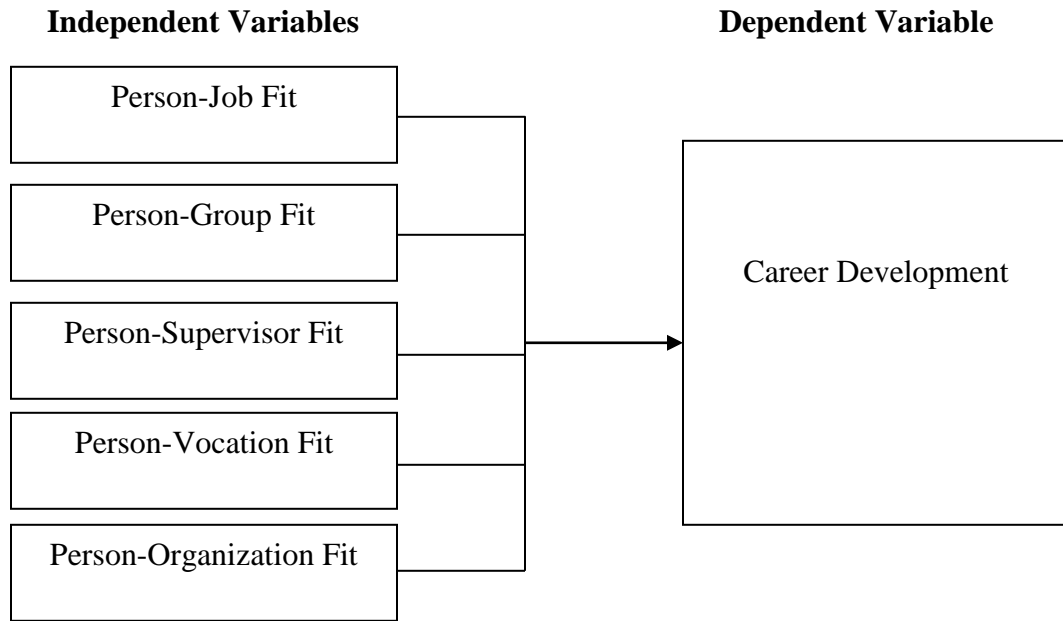


Figure 2.1: Research Framework

2.6 Conclusion

This chapter discussed literature review on career development, person-environment fit dimension like person-job fit, person-group fit, person-supervisors fit, person-vocation fit and person-organization fit. Discussion on the research framework has also presented. The following chapter three will describe the method for the study.

CHAPTER THREE

METHOD

3.1 Introduction

Chapter three describes the method for the study. In this chapter, the sample design, survey materials used in this study, procedure for collecting data and the research measures are describe. The chapter ends with strategies for analyzing the data.

3.2 Research Design

In this study, quantitative research design is use as the design enables the researcher to test the relationship between the research variables (Burger and Silima, 2006). This can reliably determine if one idea or concept is better than the alternatives (Anderson, Sweeney & Williams, 2000). This is able to answer questions about relationships among measured variables with the purpose of explaining, predicting and controlling phenomena. Therefore, quantitative research design is more suitable for this study as it allows the testing of relationship between variables using statistical methods. In this study, the questionnaire developed from previous source and divide to three sections. Section A, Demographic information, section B, Dependent Variable (Career development) andsection C is Independent Variable (Person – Environment fit). An in this study, the main objective is to examine the relationship between P-E fit (P-J fit, P-V fit, P-O fit, P-G fit and P-S fit) and career development of employees at IKBN in Kedah. Second, it permits the use of standard and formal sets of questionnaire to be distributes to every respondent.

3.3 Research Sampling and Technique.

Unit of analysis for the study is individual employees at IKBN in Kedah. For the sampling of the study, there is no exact number of Employees for all IKBN in Malaysia. Therefore, the study used convenient sampling technique for the data collection purpose because this method is the basis of complex sampling methods (Al-Mansor, 2015). For this research purpose, researcher selects two IKBN in Kedah which consisted of 160 employees. This IKBN are IKBN Jitra and IKBN Naka. Therefore, this distributed 160 questionnaires to this two IKBN in Kedah.

3.4 Instrument Development

3.4.1 Career Development

The study adapted the instruments of career development from previous study conducted by Wayne, Shore & Liden (1997). It has four (4) items and had a Cronbach alpha of 0.87.

Table 3.1: Operational Defination and Questions (Career Development).

Variable	Operational Definition	Items
Career Development	The involvement of training on new skills, moving to higher job responsibilities, making a career change in the organization.	1. In the positions that I have held at IKBN, I have often been given additional challenging assignments. 2. In the positions that I have held at IKBN, I have often been assign projects that have enable me to develop and strengthen new skills. 3. In the positions that I have held at IKBN, I often been assigned projects that have enable me to develop and strengthen new skills.

4. Besides formal training and development opportunities, head of department help to develop my skills by providing me with challenging job assignment and must be settle quickly.

Source: Wayne, Shore & Liden (1997).

3.4.2 Person-Environment Fit (Section C).

3.4.2.1 Person-Job Fit Measurement

In this study, six (6) items developed by Lauver & Kristof- Brown (2001) measure P-J fit. This combined instrument was tested in previous study by Abdul Hamid (2013) has showed Cronbach alpha of 0.89.

Table 3.2: Operational Defination and Questions (Person- Job Fit).

Variable	Operational Definition	Items
Person-Job Fit	Employees perceived their competencies (knowledge, skills, and abilities) congruence with the demands of the job	<p>1. My abilities fit the demands of my job</p> <p>2. I have the right abilities to perform in my job</p> <p>3. There is a good match between the requirement of my job and my skills.</p> <p>4. The match is very good between the demands of my job and my personal skills.</p> <p>5. My training is a good fit with the requirements of my job.</p> <p>6. My personal education provides a good match with the demands that my job places on me.</p>

Source: Lauver & Kristof- Brown, (2001)

3.4.2.2 Person – Group Fit Measurement

In this study, P-G fit used item from Lauver & Kristof- Brown (2001) and five (5) items was used in this study. From the previous study conducted by Abdul Hamid (2013) showed the value of Cronbach alpha by 0.848.

Table 3.3: Operational Defination and Questions (Person-Group Fit).

Variable	Operational Definition	Items
Person– Group Fit	Compatibility between an individual’s knowledge, skills and abilities, and his or her work group members’ demands.	<ol style="list-style-type: none">1. I possess the abilities needed to contribute to my work group.2. I believe my skills match those required by my work group.3. My training fits with the requirements of work group members.4. The match is very good between the demands of my work group members and my personal skills.5. My educations provide a good match with the demands of my work group members.

Source: Lauver & Kristof- Brown (2001)

3.4.2.3 Person- Supervisor Fit Measurement

P-S fit is a third independent variable in this study. The instrument of the P-S fit was adapted based on the previous study and this study proposes the instrument of P-S fit from Lauver & Kristof- Brown (2001). This instrument had six (6) items and the previous study conducted by Abdul Hamid (2013) showed the value Cronbach alpha by 0.840.

Table 3.4: Operational Defination and Questions (Person- Supervisor Fit).

Variable	Operational Definition	Items
Person– supervisor Fit	Employees’ perceived their individual’s knowledge, skills and abilities congruence with his or her supervisor’s demands.	1. My abilities fit the demands of my supervisors. 2. I have the right abilities for doing my supervisor’s order. 3. There is a good match between the requirement of my supervisors and my work’s skills. 4. The match is very good between the demands of my supervisors and my personal skills. 5. My training fits with the requirements of my supervisors. 6. My personal education provides a good match with the demands that my supervisors places on me.

Source: Lauver & Kristof- Brown (2001)

3.4.2.4 Person- Vocation Fit Measurement

The instruments of P-V fit has taken from study by Lauver & Kristof- Brown (2001).

This instrument had six (6) items and previous study by Kennedy (2005) in measuring P-

V fit showed a high reliability value of 0.89.

Table 3.5: Operational Defination and Questions (Person –Vocation Fit).

Variable	Operational Definition	Items
Person– vocation Fit	Employees’ perceived their individual’s	1. My abilities fit the demands of my profession as teacher / management

knowledge, skill and abilities congruence with their vocation or professional demands.	staff.
	2. I have the right skills for my profession as teacher / management staff
	3. There is a good match between the
	i. requirement of my profession with my skills as teacher / management staff.
	4. I am the right type of person to be working in my profession as teacher / management staff.
	5. My training is a good fit with my
	i. profession.
	6. My personal educations allow me to meet the challenges of my profession as teacher / management staff.

Source: Lauver & Kristof- Brown (2001)

3.4.2.5 Person- Organization Fit Measurement

In this study, P-O fit is measure by four items from the original items developed by Cable and Judge (1996). The previous study by Sekiguchi (2004) had a reliability value of Cronbach alpha 0.75.

Table 3.6: Operational Defination and Questions (Person- Organization Fit).

Variable	Operational Definition	Items
Person-Organization Fit	Employees' perceived their individual's knowledge, skills and abilities congruence with organization's demands.	1. I possess the skills to succeed at this organization. 2. I believed my abilities match those required by this organization is general. 3. I have knowledge that meets the

organization's demands.

4. My ability matches the characteristic of this organization.

Source: Cable and Judge (1996).

3.5 Questionnaire design

For section A in this study, the questionnaire is about demographic information. The items include in this section is group scheme, gender, department, service scheme, level of highest education, status, age and service period. Total item in section A is eight questions. All the questions and instructions are in a dual language which is consists of English language and Bahasa Melayu for a better understanding based on IKBN staffs preference. The questionnaires translated to Bahasa Melayu by English teacher from Institut Kemahiran Belia Negara Jitra and verified by *Universiti Pendidikan Sultan Idris (UPSI)*. For this study, to measurement in section B and C, researcher use based on five – point Likert Scale whereby, 1 = strongly disagree, 2 = disagree, 3= Neutral, 4= Agree and 5 = strongly agree.

3.6 Data Collection Procedure

The data collection procedure began by seeking the permission of the Directors at IKBN Jitra and Naka to conduct this study at the organization. Permission is to facilitate the researcher in distributing the survey questionnaire to the respondents. The researcher distributes the research question by hand according to the department in IKBN. The survey questionnaire was submitted to the heads of department for distribution to all employees in the division. The researcher assures that all information provided will be

kept confidential at all times and will be used for review purposes only. They do not ask to identify themselves because they do not put their names on the survey form. Respondents were allowed sufficient time to respond to the survey where they were given a week to complete the form.

Through the whatsapp application, researcher asked the head of each department after three days of questionnaire being distributed. Researcher want know about the status of the number of completed survey questions that they had. Subsequently, on the sixth day, the researchers were reminded of the department heads through the date on which the survey questionnaire was distributed. Within a week of responding to a survey question, the researcher met with the heads of department to retrieve all the research questions that had been distributed.

3.7 Data Analysis Technique

Before copied the data into Statistical Package for Social Scientist (SPSS) for processing, researcher need to compiled, classified, sorted, edited and entered all the data into an excel file and validate the data. Data collected for this study was analyzed using SPSS version 22.0 in performing descriptive statistics analysis and inferential analysis. Inferential analysis is included factor analysis, reliability analysis, correlations, and multiple regressions were being performe to analyze the questionnaire data.

3.7.1 Descriptive Analysis.

Descriptive analysis was used to analyze respondents' demographic information. In this study, there were 8 demographic questions that were used to look at the respondents' background.

3.7.2 Factor Analysis

This analysis is to examine every instruments was used before doing the reliability test and also use KMO and Bartlett's test to see the tendency and significant every independent variables and dependent variables. This analysis is very important to do before doing other analyses because the figure in this analysis can help researcher get exact result after this analysis.

3.7.3 Reliability analysis: Croanbach's Alpha test.

Cronbach's Coefficient alpha test is the most commonly used method to measure internal consistency. This analysis is to test reliability every instrument used after factor analysis has done. While the results get highest, correlation among the test items is the better Cronbach's alpha and when the score of 0.7 is consider good and acceptable reliability coefficient.

3.7.4 Correlation Analysis

Pearson's correlation is a statistical measure that was use to determine the extent of relationships between the variables. The significant or strength of the relationship can be

determined by looking at the (*) or (**) sign that represent there is significant relationship or very significant relationship between the variables.

3.7.5 Regression Analysis

Regression analysis is a statistical instrument that used to examine the significant of the independent variable to the dependent variables. If the value is below than 0.01, that mean have a significant between both variable.

3.8 Conclusion

This chapter has explained the research method and strategy for the study. It described the selection of the respondents, development of questionnaire, the research materials, and the survey procedure. This chapter also briefly explains the adoption of several analyses like descriptive, factor analysis, correlation and multiple regression analysis to answer the research objectives. The result of these tests is report in the chapter four.

CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter will discuss the research findings by using descriptive and inferential analysis, such as demographic analysis, descriptive analysis, factor analysis, reliability analysis, Pearson correlation analysis and multiple regression analysis. The results of this study will answer all the research questions and hypotheses that were formed at the beginning of the study.

4.2 Response Rate

160 questionnaires distributed to respondents at both institutions involved in this study, namely IKBN Jitra and IKBN Naka. Respondents were from a professional and supportive group of various grades. From the total 160 questionnaires, 100 questionnaires received from IKBN Jitra and 60 questionnaires received from IKBN Naka. However, after a through review, it was found that eight questionnaires was damaged because respondent not answering the questions completely. Five questionnaires are from IKBN Jitra, and another three are from IKBN Naka. Therefore, the remaining questionnaires used as a sample to be analyze is 152 questionnaires. The data collection process was conducted from 1st June 2019 to end of June 2019. Further details of the response rate are presented in Table 4.1.

Table 4.1: Response Rate of the questionnaire

Item	IKBN Jitra		IKBN Naka	
	Total	Percent (%)	Total	Percent (%)
Distributed Questionnaire	100	100	60	100
Questionnaire received from respondent	100	100	60	100
Questionnaire Complete	95	95.00	57	95.00
Questionnaire Not Complete	5	5.00	3	5.00

4.3 Demographic Analysis

Table 4.2 shows the demographic profile of the respondents. The analysis shows that most respondents were from the support group that accounted for 77.6 percent (118) of the respondents. While, only 22.4 percent (43) are from management and professional group. The findings of the survey also shows that from the total of 152 respondents, 91 (59.9 percent) were male and the remaining 61 (40.1 percent) were female.

Researcher found that the highest respondents are from training department (67.1 percent), followed by student affair (17.8 percent) and administration (15.1 percent). This is relate with the scheme service, as employees in training department are among the DV scheme. Therefore, the findings show that the DV Scheme is highest compared to other scheme which shows the value of 94 respondents (61.8 percent). Based on the analysis of the findings on the educational level of respondents, majority of the respondents (54.6 percent) are diploma holder. Majority of the respondents involved in this study are married (82.8 percent) and age between 31- 40 year old (54.5%). According to the analysis done, over 80% of respondents have more than 5 years working experience at IKBN. The summary of the respondents' demographic profile presented as follows:

Table 4.2: Frequency of Respondent

Respondent	Frequency	Percent (%)
Group Scheme		
i) Professional and Management	43	22.4
ii) Support	118	77.6
Gender		
i) Male	91	59.9
ii) Female	61	40.1
Department		
i) Administration	23	15.1
ii) Students Affair	27	17.8
iii) Training	102	67.1
Service Scheme		
i) S	19	12.5
ii) DV	94	61.8
iii) N	24	15.8
iv) Others	15	9.9
Education Level		
i) Certificate	30	19.7
ii) Diploma	83	54.6
iii) Degree	34	22.4
iv) Master	5	3.3
Marital Status		
i) Married	125	82.8
ii) Divorce / Widow	8	5.3
iii) Single	19	12.5
Age		
i) 21- 30	31	20.4
ii) 31- 40	54	35.5
iii) 41- 50	45	29.6
iv) Above 51	22	14.5
Service Period		
i) 1 – 5 years	24	15.8
ii) 6 – 10 years	45	29.6
iii) 11 – 15 years	65	42.8
iv) 16 – 20 years	13	8.6
v) Above 21 years	5	3.3

4.4 Descriptive Analysis

To see the degree of tendency for the mean of each variable, the researchers used Table 4.4. In the Interpretation Table Mean Scores (Esa, 2010) shows that the mean scores from

1.00 to 2.33 have a low level of tendency. For the mean scores of 2.34 to 3.66, the tendency level was moderate. Meanwhile, the mean scores of 3.67 to 5.00 indicated high inclination.

Based on the table, the result shows P-S fit in both IKBN get highest tendency because the value mean is 3.81 and the standard deviation is 0.6. From the five independent variables, P-V fit get a lowest value than other dimensions and P-V fit just get medium level of tendency because the mean value is 3.58 and the standard deviation is 0.74. Besides, for dependent variable researcher has found career development was high with a mean value of 3.72 with a standard deviation of 0.70. The summary for the descriptive analysis shows in table 4.3.

Table 4.3: Analysis Descriptive Variable (N= 152)

Variables	N	Mean	Standard Deviation	Level of Tendency
Career Development	152	3.72	0.70	High
P-J Fit	152	3.73	0.66	High
P-G Fit	152	3.80	0.63	High
P-S Fit	152	3.81	0.63	High
P-V Fit	152	3.58	0.74	Medium
P-O Fit	152	3.70	0.65	High

4.5 Factor Analysis

Through this analysis, the researcher has analyzed five independent variables to determine the level of interest of each variable and one dependent variable. The total number of items for dependent variable (career development) is four (4) and the KMO value obtained is 0.627. For independent variables result, P-J fit had six (6) items and the

KMO value is 0.769. Second independent variable is P-G fit, used four (4) items and KMO value is 0.811. Third independent variable is P-S fit, researcher used five (5) items and KMO value is 0.776. The fourth independent variable is P-V fit, used five (5) items to measure and KMO value is 0.790. P-O fit is the last independent variable, this dimension used seven (7) items and KMO value is 0.882. The summary of the factor analysis is show in table 4.4.

Table 4.4: Summary Factor Analysis Questionnaire

Questions	Career Development	P-JFit	P-GFit	P-SFit	P-VFit	P-OFit
CD1	0.931					
CD2	0.540					
CD3	0.936					
CD4	0.595					
P-S2		0.585				
P-V2		0.778				
P-O2		0.827				
P-J2		0.852				
P-J3		0.832				
P-G1		0.792				
P-S3			0.768			
P-O3			0.714			
P-J4			0.832			
P-G2			0.838			
P-S1				0.075		
P-S6				0.795		
P-V4				0.784		
P-J6				0.812		
P-G5				0.824		
P-S5					0.673	
P-V3					0.811	
P-V5					0.535	
P-J5					0.823	
P-G4					0.848	

P-S4						0.623
P-V1						0.850
P-V6						0.771
P-O1						0.925
P-O4						0.822
P-J1						0.932
P-G3						0.896
Kaiser-Meyer-Olkin (KMO)	0.672	0.769	0.811	0.776	0.790	0.882
Bartlett's Test of Sphericity	360.541	816.032	468.297	488.735	362.467	1314.284

4.6 Reliability Analysis

After doing factor analysis, researcher tests the realibility for independent variable and dependent variable. In the table 4.10 shown, the Croanbach's Alpha values of all variables have values ranging from 0.76 to 0.94. This indicates that all of these variable items can be use in this study. In the process of obtaining Croanbach's Alpha values for each variable, researchers do not need to drop any items or questions in the questionnaire form. The results from the reliability analysis of the study variables recorded Croanbach's Alpha values for the independent variables for P-J fit (0.91), P-G fit (0.90), P-S fit (0.90), P-V fit (0.89) and P-O fit (0.81). For dependent variable, career development the Croanbach's Alpha is 0.76. This proves the acceptable level of reliability for all variables used in this study.

Table 4.5: Coefficient Realibility among Variable

Variable	Total of Question	Question Rejected	Croanbach's Alpha
Independent Variable (IV)			
P-J Fit	6	-	0.91
P-G Fit	4	-	0.90
P-S Fit	5	-	0.90
P-V Fit	5	-	0.81
P-O Fit	7	-	0.94
Career Development (DV)			
Career Development	4	-	0.76

4.7 Correlation Analysis

Table 4.6 shows the results of Pearson correlation analyses. From the table, it shows that P-J fit has a significant and positive relationship with career development because the correlation value is 0.908 with significant level of 0.01. This shows the Hypothesis 1 is accepted. Next, the result also shows P-G fit has a significant and positive relationship with career development ($r = 0.528$, $p < 0.01$). Thus, the Hypothesis 2 is accepted.

After that, researcher test P-S fit and career development. The result shows P-S fit has a positive and significant relationship with career development and the correlation value is 0.391 with significant level 0.01. Therefore, the hypothesis 3 is accepted. Besides, for P-V fit and career development also have a positive and significant relationship because the correlation value is 0.558 with significant level 0.01. This shows hypothesis 4 is accepted. After that, P-O fit is the last dimension to test with career development, the result also shows have positive and significant relationship between P-O fit and career development because ($r = 0.625$, $p < 0.01$). From this result, researcher shown the hypothesis 5 also accepted.

Table 4.6: Pearson Correlation Analysis of Study Variables

	Career Development	PJ Fit	PG Fit	PS Fit	PV Fit	PO Fit
Career Development	1					
PJ Fit	.908**	1				
PG Fit	.528**	.544**	1			
PS Fit	.391**	.398**	.467**	1		
PV Fit	.558**	.425**	.328**	.287**	1	
PO Fit	.625**	.552**	.450**	.325**	.274**	1

** $p < 0.01$, correlation is significant at the 0.01 level (2-tailed)

4.8 Regression Analysis

Multiple regression analysis is a statistic technique used to study the effect of two or more independent variables on one dependent variable (Zikmund, 2003). In this analysis is to identify the relationship between PE fit dimensions (PJ fit, PG fit, PO fit, PV fit and PS fit) and career development.

Table 4.7 shows the regression analysis result. This analysis shows the R square value of 0.88, represented 88.0% of variance for dependent variable (career development) is explain by all five variables (P-J fit, P-G fit, P-O fit, P-S fit and P-V fit). Another 12% is explained by other variables. From the table also it shows that all fives variables together influences career development ($p < 0.000$). As individual variables, only three out of five variables have significant influences with career development namely P-J fit, P-O fit and P-V fit. Among these three variables, P-J fit is the most significant factor that influence

career development, with the highest Beta (β) value of 0.664 ($p < 0.00$). However, P-S fit and P-G fit has no significant influence to career development ($p > 0.00$).

Table 4.7: Multiple Regression Analysis

Variable	Unstandardized Coefficients		Standardize Coefficients	t	Sig.
	B	Std. Error	B		
(Constant)	0.201	0.128		1.577	0.117
PJ Fit	0.664	0.35	0.737	18.751	0.00**
PG Fit	-0.100	0.29	-0.013	-0.356	0.722
PS Fit	-0.009	0.27	-0.011	-0.325	0.746
PO Fit	0.151	0.31	0.171	4.833	0.00**
PV Fit	0.180	0.28	0.206	6.399	0.00**

Dependent variable : Career Development

R : 0.938

R Square : 0.880

Significant : 0.000

Std. Error of the Estimate: 0.26003

*Unstandardized Coefficients Beta

** $p < 0.01$

4.9 Conclusion

This chapter successfully presented the research's finding. It start with presenting the demographic analysis, descriptive analysis, factor analysis, reliability analysis, Pearson correlation analysis and multiple regression analysis. The study also successfully answered the research hypotheses through Pearson correlation analysis and the results are concluding in table 4.8. After that, the next chapter will discuss the research finding.

Table 4.8: Summary Hypotheses Result.

Hypotheses	Result
H1: There is a positive relationship between Person-Job fit and career development.	Accepted
H2: There is a positive relationship between Person-Group fit and career development.	Accepted
H3: There is a positive relationship between Person-Supervisor fit and career development.	Accepted
H4: There is a positive relationship between Person-Vocation fit and career development.	Accepted
H5: There is a positive relationship between Person-Organization fit and career development	Accepted

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

In this chapter, the researchers will discuss the results of the data analysis and the findings of the previous chapter, chapter four (4). The discussion in this chapter includes a summary of the overall review of the study findings, the implications of the study, the limitations of the study and future research suggestions.

5.2 Summary of the findings

Pearson correlation analyses was use to test the research hypotheses. From the findings, it revealed that all five hypotheses are accepted. It showed that all five PE fit dimension namely P-J fit, P-G fit, P-S fit, P-V fit and P-O fithave a significant and positive relationship with career development. The discussion of all relationship will be discussed in the next sub section:

5.3 Discussion of the findings of the study

5.3.1 Relationship between Person-Job fit and career development.

Through the study, it has been found that there is a positive and significant relationship between P-J fit and career development. Therefore, researchers confirm that the P-J fit is a contributing factor to career development among employees at IKBN Kedah. This was corroborated by analysis of the Pearson correlation test ($r=0.908$, $p<0.01$). This explains that employees who match or fit with the job demands (high P-J fit) will help them to

keep participate or involve in career development activities in organization. As the employees have high P-J fit, it will facilitate them to do the job well, and this assists them to be selected and involved in career development activities, specifically in IKBN Kedah. This is also because personal education every employees at IKBN in Kedah is match with the demands at their job place. When the education related with their job, they can work very well and indirectly can help them to be selected for career development activities.

The reason of this finding also might be due to the ministry aims towards improving the technical education which need the education sector to optimizngly use the technology in student teaching and learning. This aims of ministry has force the IKBN to implement career development activities to their staff as to increase staff knowledge, skills, and abilities (KSAs). At this point, those employees who have KSAs that fit with their job (P-J fit) will be the person who continuously involve in career development activities, as they will continuously upgrading their KSAs. This shows that employees with high P-J fit will help them to participate in career development activities in IKBN Kedah.

This result also supports previous studies by Cable and DeRue (2002), which reported that P-J fit has been positively related to job, career, focused outcomes, career involvement, career development, career success and negatively related to employee turnover. Besides, P-J fit was strongly related to their career satisfaction and career development (Yap 2016). This also supported by Mercy (2011) the acquisition and utilization of knowledge-related skills to be positively relate to career management strategies such as personal learning, career decision making and career strategies. In

addition, Fatma Nur Iplik's (2009) study also suggests that increased compatibility between person and job has positive effects and dissimilarity increases the possibility of negative outcomes for both employees and organization.

According to a study by Jaleh, Ali Dehganpour & Mehdi (2013), P-J fit will motivate employees to improve their career in the organization. The more individuals fit into their job, the more positive work-related outcomes will be achieved. Besides, consistent positive relationship of P-J fit with important workplace attitudes and behaviors such as job satisfaction, intentions to leave, career development, in-role performance and citizen behaviors. Therefore, it can be concluded that employees who have KSAs that fit with the demand of the job (P-J fit) will subsequently produce positive work behaviors, specifically towards upgrading their career (career development).

5.3.2 Relationship between Person-Group fit and career development.

Results from the Pearson Correlation analysis found that there was a positive and significant relationship between P-G fit and career development. This finding reported that enhance in P-G fit will increase employees' career development. It means that employees who are fit with the group demand will be selected and keep involved in career development activities in IKBN Kedah.

P-G fit which is the element of how individual fit well with the group demands, especially with group members will help employees to be a good employees and they will be involve in all group activities. These employees build a good relationship with other

employees and this high reputation and skills owned by them will help them to be selected or involved in career development activities. In regards of IKBN, all employees are working in teams to achieved IKBN goals. Employees will support each other, and build good relationship even in different department. They also help each other to do job and will share the knowledge, especially towards upgrading career path. This will subsequently enhance their participation in career development activities.

The result of this hypothesis support the previous study by Kristof-Brown (2005), he has shown positives relationship between congruence – based fit and abilities and including organization commitment, and career development because P-G fit is relate to knowledge, skills and abilities (KSAs). In P-G, demand congruence is stronger relationship with affective outcomes because they both involve attitudes, and a weaker, but still noteworthy, relationship with various types of performance. In fact, a study by Jee Young Seong and Amy L. Kristof - Brown, (2012) also noted that abilities based fit occurs when a person has the capabilities to meet environmental demands. Because it directly addresses task demands, abilities-based fit is expect to predict more task-related outcomes. In addition, its also support the result from Byrne's (1971), the similarity – attraction paradigm propose that similarity leads to attraction and higher degrees of interpersonal liking. Thus, when individuals believe that their demands are congruent with the team members, they should be more attracted to the team and committed to success.

Moreover, this result also support Choi et al. (2010) shown that knowledge sharing has a positives impact on team performance and can helps to improve career developmet. When an individual shares the knowledge, the team should be better able to focus, solve task-related problems team goal accomplishment should be view as an excellent contributor and important team members. Besides, by working in-group, individual demonstrates expertise and a desire to help the team, thus fulfilling both task and relationship-oriented team member expectations (Jee Young Seong and Amy L. Kristof – Brown, 2012 & Bales, 1950) and improve the career or position (Samia Rehman, 2017). This achievement will give organization impressed and they will get the reward because the performance and employees will satisfy and they know when they perform well they also can improve their career. However, the positive result from Pearson correlation results contradict with multiple regression result has reported not significant result on the relationship between P-G fit with career development. This result explain that when P-G fit combined with the other variable. P-G fit has not become the main factor that influence career development.

In conclusion, P-G fit is an individual's ability to work in groups. Their ability to perform tasks in groups will help them improve their existing skills and reduce problems in completing tasks. Working together and helping each other in-group will motivate employees to excel in job and career. Thus, good PG fit will further increase employees' participation and involvement in CD activities in organization.

5.3.3 Relationship between Person- Supervisor fit and career development.

Through the study, it has been found that there is a positive and significant relationship between P-S fit and career development ($p < .001$; $r = 0.391$). This finding revealed that the increase of PS fit would subsequently increase the career development of an employee. This shows that when the employees have knowledge, skills, and abilities that fit the demand of supervisor, it will help employees to get participate in career development activities. In IKBN, employees' performance and selection of career development activities will be determined by leader of each department. When the employees follow all the direction by the leader, they will get good performance appraisal from the leader. In addition, a good performer also being selected to join in career development activities. Thus, it shows that having P-S fit, in term of fulfilling the demand of supervisor will help employees to get involve in career development activities.

The results of this study support the results of a previous study conducted by Annelies, Chi-Tai & Aichia, (2011), The supervisor is the most influential one for all sorts of individual and organizational outcomes. Employees can develop their career when they close with the supervisor because the supervisor will help employees to improve in their career. In fact, a study from Su, Murdock & Rounds (2015), states that employee abilities can affect changes in their daily work experience by changing their routines task or changing the nature of their relationships with other workers. Besides, this result also support study by Engle & James, (2006), they found employee P-S fit will influence supervisor in directly, namely through the quality of employee- supervisors' relationship.

Employees can develop their career when they close with the supervisor because the supervisor will help employees to improve in their career.

However, previous studies could not reveal the true level of strength between P-S fit and career development because the result for P-S fit toward career development is have relationship but not have strong influence for career development. Actually, employees have own authority design their own work, but supervisor need they follow ther style. However, not all employees like that. This result showed P-S fit has not become the main factor that influence career development. It is support the study by Ifzal and Waheed, (2019); Vadenberghe, Bentein & Stinglhamber, (2004); Meyer & Allen, (1997); Becker et al (1996), they found no evidence of the direct impact to leaderships on employees. It is because some employee do not like supervise when they doing their task because they don't want feel more stress when supervisor regularly observe them. Therefore, it can be concluded that employees who able to follow the direction from supervisor, it will subsequently produce positive work behaviors, specifically towards upgrading their career (career development).

5.3.4 Relationship between Person- Vocation fit and career development.

Through the study, researchers confirm that the P-V fit is a contributing factor to career development among employees at IKBN in Kedah. This is corroborated by analysis of the Pearson correlation test ($r=0.558$, $p < 0.01$) and multiple regression analysis which had a strong positive and significant relationship with career development by mean value of

0.00, $p < 0.01$, $\beta = 0.180$. The result revealed that P-V fit has significant and positive relationship towards career development among employees in IKBN Kedah.

This finding explained that the increase of P-V fit would subsequently increase career development among employees at IKBN in Kedah. In this study, 67% of respondents are among teachers and they have interests in teaching. When employees are interested in the career they joined, the job they do will be easier and less stressful because they are interested in their teaching career. Employees also always want to try something new, add new knowledge and challenge themselves to a better level. Other than that, every employee at IKBN was hired by JPA and they need to attend training at least three month before posting in IKBN. From the training, they would increase their KSAs and comfortable with their profession as a teacher. Thus, this will increase their interest with their vocation and match well with the teachers' requirement. This situation shows that employees at IKBN Kedah are match with the vocation or profession as a teacher at IKBN Kedah. Fitting well with the selected vocation or profession will help them to participate in their job. As they are interested in their job, this will influence them to upgrade their career, thus increase their involvement in career development activities.

This result also supports previous studies by John G. Cullen (2013), he found employees and managers to engage with the concept of the vacation as it relates to their own ethics, values and search for meaningfulness. This is also support by Savickas et al, (2009) P-V fit is an abiding concern that current approaches to career development are inadequate. It is revealing vacations are multifold and affect career development in the organization,

greater mental health, enhanced general well-being and self-identity. Moreover, this result also support the study by Bernd & Uwe Wagner (2013), they found in their examine P-V fit have positive relation with job criteria and this is suitable to improve in career. It is because when employee comfortable with position they will do the assignment very well and excellent. Besides, Jeffry R. Edwards (2007) also shown the result from their research, high demands coupled with high abilities means that the person is easy to help employees developed their career. In contrast, low demands along with low abilities will be difficult that person develop their career. However, it can be concluded that employees who interested with their career, that fit with the demand of profession (P-V fit) will subsequently produce positive work behaviors, specifically towards upgrading their career (career development).

5.3.5 Relationship between Person- Organizations fit and career development.

The results of this study have found that there is a positive and significant relationship between P-O fit and career development. Therefore, researcher confirms that P-O fit is a contributing factor for career development among employees at IKBN Kedah. This is corroborated by the analysis of the Pearson correlation test ($r = 0.6.25$, $p < 0.01$) and multiple regression analysis which had a strong positive relationship with career development by mean value is 0.00, $p < 0.01$, $\beta = 0.0.151$. This finding revealed that the increase of P-O fit would subsequently increase the career development of an employee.

Although, when employees able to learn new things, they will add more knowledge to meet organization demands. Employee will possess their skills to succeed at the

organization and this is can help them to improve in their career and they will achieve self-esteem while boosting motivation and contributing to work efficiency. Besides, when employee believed their abilities is match those required by organization they will help organization to achieves the goals. This is shows that P-O fit is very influence to help employees get involve in career development activities.

This result also supports previous studies done by Boon, Hartog, Boselie & Paauwe, (2011); Da Silva, Hutcheson & Wahl, (2010); Vigoda-Gadot & Meiri, (2008), shown a positive impact on employees' job-related attitude and organizations. Studies on job-related attitude found that P-O fit is one of the significant predictors of employee organizational commitment and career development. It also support the research by Kanter (1997) believed that manager choose individuals socially similar to themselves to progress and advance. For these employees, a high level of P-O fit is likely to increase their commitment and motivation toward task performance and their engagement in good and lasting relationships (mentoring relationship, organizational citizen behaviors) with their employers, which in turn will result in positive individual career development and organization outcomes.

This result also support the study done by Godshalk and Sosik (2003), they found that mentor and protégé who have and possess similar levels of learning goal orientation reported the highest levels of psychological support and higher levels of career development. It is true because when employees need support to improve their career, organization need take action to give them motivation and spirit to improve in carrer.

Furthermore, the concept boundaries of P-O fit are more expansive than other dimension like P-J fit, P-G fit, P-S fit, and P-V fit. Moreover, organizational demands and characteristic are likely to be more stable than specific KSAs required of a particular position (Bowen et al, 1991). Besides, this outcome also support the study by Michael J. Morley, (2007), he found P-O fit has significant relationship with job satisfaction and career development. When job satisfaction increases, respondents' intention to turnover decreases and career development will increase. It is can help employees feel happiness when come to workplace and they will do their job very well and excellent. Therefore, it can be concluded that employees who have KSAs to help organization achieve their goals and will subsequently produce positive work behaviors, specifically towards upgrading their career (career development).

5.4 Implications of the Study

5.4.1 Managerial Implication

The results of the analysis reported that all five P-E fit dimensions (P-J fit, P-G fit, P-S fit, P-V fit and P-O fit) have a significant and positive relationship with career development. Therefore, the results of this study can explain that P-E fit is very helpful to workers in developing their careers. The results of this study can serve as one of the indicators in the selection process. Where, more employees involved in development activities carried out by the IKBN will be given priority in the election for promotion. The management can also take the early steps of making an employee selection by giving a preliminary test before selecting them for the promotion process. This is can help employees to improve their self and confidence when they get challenging task and the. Furthermore, to improve the KSAs, employee should be able working in group because,

ability P-G fit each other in group, the outcome for the task is more excellent rather than working an individu. Ability working in group is the advantage to employee to join career development activites.

5.4.2 Practical Implication

The practical implications of this study are that it is helpful to the employee because, P-E fit is an important element that every employee should have in order for them to continue in their career development. This is some of the aspects that are need to keep employees motivated in their career development are in terms of completing challenging tasks, making wise decisions and doing their job well is from organization.

In addition, it will help the management of IKBN to create a room for employees and supervisors to better interact in re-aligning their work to help their career development. Besides, employees can fit well with supervisors. Supervisor also needs to be a good role to employees follows the attitude and working style. When supervisor observe the ability from employees do their work and able to follows their working style they can get more opportunity to join career development activities because usually supervisor will select a good employees and close with him or her.

Sense of responsibility in the workforce will help employees to build their own careers. This suggest, when employees feel they have responsibility in current position, they will work excellent because they love the position. P-V fit is important because position need relate with behavior and interested by employees. However, In other words,

Organizations also need to provide support and motivation for employees to succeed in their careers because without the encouragement and support of department heads and organizations, employees will feel that organizations are not responsible for the welfare of their employees. When employees fit with demand of the organization (P-O fit), will help employees improve their knowledge they will get more opportunity to improve in their career.

5.5 Limitations of Research and Suggestion

In conducting this study, some limitations occur so it is important to note. If other researchers wish to conduct research on the relationship between P-E fit and career development, it is advisable that they first research the potential problems. Firstly, the limitation is time frame for doing this research is relatively slow, which is from May to July 2019. This study is only conducted IKBN in Kedah. The distribution of the questionnaire and the retrieval of the questionnaire form are very brief which is from early to the end of June 2019. For all respondents to answer the questionnaire, it is difficult because of the relatively short time. Next, the limitation when doing this study is the research methodology because researcher is only by using the questionnaire method to get the data. Ideally, to obtain more systematic data, future studies need to engage in preliminary interviews to get an accurate picture of the problems that occur within the organization. The questions in the questionnaire form need modified to make it easier for the respondents to understand. Parts that are not so important and suspicious or misunderstood need removed from the questionnaire. It is very important in research to produce good graphs and more accurate results in the research to be done. Lastly, the

limitation is to find journals and articles. While the researchers were conducting the study, the problem was the difficulty in obtaining journals and article because most articles have independent variables and dependent variables that differ from the topic of the study. This means that there is still little research on P-E fit and career development.

5.6 Conclusion

This chapter has conducted to identify the relationship between P-E fit dimension and career development. Chapter one was explained the background of the study, problem statement and objective of the study. It has five objectives namely, first is to examine the relationship between P-J fit and career development. Second is to identify the relationship between P-G fit and career development. Third is to determine relationship between P-S fit and career development. Next is to determine the relationship between P-V fit and career development, and lastly is to identify the relationship between P-O fit and career development. All this objectives is measured employees at IKBN in Kedah only.

Next, in chapter two researcher was explain about dependent variable that is career development and each dimension in independent variable namely, P-J fit, P-G fit, P-V fit, P-O fit and P-S fit based on literature review. In this chapter, researcher also was formulated research framework to provide a clearer picture of the research being conduct. After that, researcher explains the method and strategy used in this study to get the respondents, developed questionnaire and analyzed the data. To obtained respondents, researcher was used census method of both IKBN. In addition, in this chapter also explain the technique of data analysis such as demographic analysis, descriptive analysis,

factor analysis, reliability analysis, Pearson correlation analysis and lastly is multiple regression analysis.

Subsequently, the result was explained in chapter four to answer the research questions. By the analyses was used, the results shows all dimensions in independent variable has a relationship to career development at IKBN in Kedah. However, not all dimensions in independent variables have strong influence to career development because the results in this study shows just three dimensions in P-E fit namely, P-J fit, P-O fit and P-V fit have strong influence to career development and the rest that is P-G fit and P-S fit is not have strong influence to career development. Lastly, all the implication and the limitation of the study were discussed in chapter five.

As a conclusion, it can be concluded that P-E is an important aspect of human resource management and one of the key determinants of success in workforce development in educational organizations. Although studies of P-E fit have been conduct extensively abroad. The finding of this study is as a guide for employees at IKBN Kedah. They will aware that their ability and responsible to perform in their duties because it is can help them to develop their careers. To excellent in career must have effort and responsibility of work and organization. At the same time, the findings of this study can help the workers to fulfill the wishes of Malaysian Youth and Sports Minister Syed Saddiq bin Syed Abdul Rahman who wants a standing skills institute with the university.

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Appendix A: Questionnaire



Dear respective respondent,
Kepada responden yang dihormati,

I am a Master student at Universiti Utara Malaysia. I am conducting research to fulfillment of the requirements for my study. Currently, I am doing research “Relationship between Person Environment Fit and Career Development among staffs at Institut Kemahiran Belia Negara in Kedah”. I request you to participate in this study by answering the attached questionnaire that will only take about 10 minutes. The questionnaire is anonymous, and your response will be use for the academic purpose only. If you have any questions or concerns about the questionnaire or about participating in this study, you may contact me at dayahzakaria2412@gmail.com and you can also request for research findings through same email address.

Saya merupakan seorang pelajar Sarjana. di Universiti Utara Malaysia dan sedang menjalankan kajian bagi memenuhi syarat pengajian saya. Sekarang saya menjalankan kajian mengenai "Hubungan antara "Person-Environment Fit" dan pembangunan kerjaya terhadap pekerja di Institut Kemahiran Belia Negara di Kedah". Saya memohon jasa baik anda untuk turut serta menyumbang dalam kajian ini dengan menjawab soal selidik yang dilampirkan yang hanya mengambil masa sekitar 10 minit. Soal selidik ini tidak melibatkan nama dn maklumat peribadi anda, jawapan anda hanya akan digunakan untuk tujuan akademik sahaja. Jika anda mempunyai sebarang soalan atau kemusykilan tentang soal selidik atau mengenai penyertaan dalam kajian ini, anda boleh menghubungi saya melalui emel dayahzakaria2412@gmail.com.

Thanks for your cooperation.
Terima kasih di atas kerjasama anda.

Sincerely,
Yang ikhlas,

Noorhidayah Binti Zakaria
Master of HRM
School of Business Management
Universiti Utara Malaysia,
Sintok, 06010
Kedah Darul Aman
Tel : 0108313513

SECTION A

SEKSYEN A

Demographic information

Maklumat demografi

The following information is strictly confidential and will only be use for research purpose. I will be grateful if you could kindly fill the required information.

Maklumat berikut adalah sulit dan hanya akan digunakan untuk tujuan kajian sahaja. Saya amat berterima kasih sekiranya anda dapat memberikan maklumat berikut.

Please read the following statements and TICK (✓) in the appropriate box.

Sila baca kenyataan berikut dan TANDAKAN (✓) pada petak yang berkenaan.

1. Group / *Kumpulan*:

a. Professional and Management/

Pengurusan dan Profesional

☐

b. Support / *Sokongan*

☐

2. Gender / *Jantina*:

a. Male / *Lelaki*

☐

b. Female / *Perempuan*

☐

3. Department / *Bahagian*

a. Administration / *Pentadbiran*

☐

b. Students Affair / *Hal Ehwal Pelajar*

☐

c. Training / *Latihan*

☐

4. Service Scheme / *Skim Perkhidmatan*:

a. S

b. DV

c. N

d. Others/ *lain-lain*

5. Level of Highest Education / *Tahap Pendidikan Tertinggi*

a. Certificate / *Sijil*

b. Diploma/ *Diploma*

c. Bachelor Degree /
Sarjana Muda

d. Master / *Sarjana*

6. Marital Status / *Status Perkahwinan*

a. Married / *Berkahwin*

b. Divorce/ Widow / *Bercerai / Balu*

c. Single / *Belum Berkahwin*

7. Age Group / *Kumpulan Umur*

a. 21 - 30

b. 31- 40

c. 41 - 50

d. Above 51 / 51 Atas

8. Service Period / *Tempoh Berkhidmat*

a. 1- 5

b. 6 - 10

c. 11- 15

d. 16 - 20

e. Above 21 / 21 Atas

SECTION B AND SECTION C

Seksyen B dan Seksyen C

For next two sections, please read the following statements and **CIRCLE** the number of response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

*Untuk dua seksyen berikutnya, sila baca pernyataan berikut dan **BULATKAN** nombor pada maklum balas yang mewakili pandangan anda. Kenyataan ini adalah berdasarkan Skala Likert 5 mata berikut:*

1 Strongly Disagree/ Sangat Tidak Setuju	2 Disagree/ Tidak Setuju	3 Neutral/ Berkecuali	4 Agree/ Setuju	5 Strongly Agree/ Sangat Setuju
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SECTION B : Career Development

Seksyen B : Pembangunan Kerjaya

Num	Item / Perkara	Scale				
1	In the position that I have held at IKBN, I have often been given additional challenging assignments. <i>Dalam jawatan saya di IKBN, saya sering diberi tugas tambahan yang mencabar.</i>	1	2	3	4	5
2	In the positions that I have held at IKBN, I often been assigned projects that have enable me to develop and strengthen new skills. <i>Di dalam jawatan saya di IKBN, saya sering diberikan projek yang membolehkan saya membangun dan mengukuhkan kemahiran baru.</i>	1	2	3	4	5
3	Besides formal training and development opportunities, head of department helped to develop my skills by providing me with challenging job assignment and must be settle quickly. <i>Selain peluang latihan dan pembangunan formal,</i>	1	2	3	4	5

	<i>ketua jabatan membantu mengembangkan kemahiran saya dengan memberikan tugas pekerjaan yang mencabar dan perlu diselesaikan dengan segera.</i>					
4	Regardless of IKBN policy on training and development, head of department has given support and opportunity by formal training and development to sustain in the organization. <i>Tanpa mengira dasar IKBN mengenai latihan dan pembangunan, ketua jabatan telah memberi sokongan dan peluang melalui latihan dan pembangunan secara formal untuk mengekalkan diri dalam organisasi.</i>	1	2	3	4	5

SECTION C : Person Environment - Fit

Seksyen C : Kesesuaian Diri dan Persekitaran

Dimension A : Person Job - Fit / Dimensi A: Kesesuaian Diri Dalam Kerja						
Num	Item / Perkara	Scale				
1	My abilities fit the demands of my job. <i>Kebolehan saya sesuai dengan keperluan pekerjaan.</i>	1	2	3	4	5
2	I have the right abilities to perform my job <i>Saya mempunyai kebolehan yang sesuai untuk melaksanakan tugas saya</i>	1	2	3	4	5
3	There is a good match between the requirement of my job and my skills. <i>Terdapat padanan yang sangat baik antara keperluan kerja dengan kemahiran saya.</i>	1	2	3	4	5
4	My training is a good fit with the requirements of my job. <i>Latihan saya sangat sesuai dengan keperluan</i>	1	2	3	4	5

	<i>pekerjaan saya.</i>					
5	The match is very good between the demands of my job and my personal skills. <i>Terdapat padanan yang sangat baik antara keperluan kerja dengan kemahiran peribadi saya.</i>	1	2	3	4	5
6	My personal education provides a good match with the demands that my job places on me. <i>Pendidikan saya memberikan padanan yang baik dengan keperluan pekerjaan saya.</i>	1	2	3	4	5

Dimension B : Person Group - Fit / Dimensi B: Kesesuaian Diri Dalam Kumpulan						
Num	Item / Perkara	Scale				
1	I Possess the abilities needed to contribute to my work group. <i>Saya mempunyai kemampuan yang diperlukan untuk menyumbang kepada kerja kumpulan saya.</i>	1	2	3	4	5
2	I believe my skills match those required by my work group. <i>Saya percaya kebolehan saya sesuai dengan keperluan kumpulan kerja saya.</i>	1	2	3	4	5
3	My training fits with the requirements of my work group members. <i>Kemahiran saya sesuai dengan keperluan ahli kumpulan kerja saya.</i>	1	2	3	4	5
4	The match is very good between the demands of my work group members and my personal skills. <i>Terdapat padanan yang sesuai antara permintaan ahli kumpulan kerja saya dengan kemahiran saya.</i>	1	2	3	4	5
5	My educations provide a good match with the	1	2	3	4	5

	demands of my work group members. <i>Pendidikan saya berpadanan dengan keperluan ahli kumpulan kerja saya.</i>					
--	---	--	--	--	--	--

Dimension C : Person Supervisor - Fit / Dimensi C : Kesesuaian Diri Dalam Penyeliaan						
Num	Item / Perkara	Scale				
1	My abilities fit the demands of my supervisors. <i>Kemahiran saya sesuai dengan kehendak penyelia saya.</i>	1	2	3	4	5
2	I have the right abilities for doing my supervisor's order. <i>Saya mempunyai kebolehan sesuai untuk melaksanakan arahan penyelia saya.</i>	1	2	3	4	5
3	There is a good match between the requirement of my supervisors and my work's skills. <i>Terdapat padanan yang baik antara keperluan penyelia dengan kemahiran kerja saya.</i>	1	2	3	4	5
4	The match is very good between the demands of my supervisors and my personal skills. <i>Terdapat padanan yang baik antara permintaan penyelia dengan kemahiran personel saya.</i>	1	2	3	4	5
5	My training fits with the requirements of my supervisors. <i>Latihan saya sesuai dengan kehendak penyelia saya.</i>	1	2	3	4	5
6	My personal education provides a good match with the demands that my supervisors places on me. <i>Pendidikan saya berpadanan dengan kehendak yang ditetapkan oleh penyelia saya.</i>	1	2	3	4	5

Dimension D : Person Vocation - Fit / Dimensi D : Kesesuaian Diri Dalam Kerjaya						
Num	Item / Perkara	Scale				
1	My abilities fit the demands of my profession as teacher / management staff. <i>Kebolehan saya sesuai dengan tuntutan profesion saya sebagai kakitangan guru / pengurusan.</i>	1	2	3	4	5
2	I have the right skills for my profession as teacher / management staff. <i>Saya mempunyai kemahiran yang tepat untuk profesion saya sebagai guru / kakitangan pengurusan.</i>	1	2	3	4	5
3	There is a good match between the requirement of my profession with my skills as teacher / management staff. <i>Terdapat padanan yang baik antara keperluan profesion saya dengan kemahiran saya sebagai guru / kakitangan pengurusan.</i>	1	2	3	4	5
4	I am the right type of person to be working in my profession as teacher / management staff. <i>Saya merupakan orang yang betul untuk bekerja dalam profesion sebagai guru / kakitangan pengurusan.</i>	1	2	3	4	5
5	My training is a good fit with my profession. <i>Latihan saya sesuai dengan profesion saya.</i>	1	2	3	4	5
6	My personal educations allow me to meet the challenges of my profession as teacher / management staff. <i>Pendidikan peribadi saya membolehkan saya memenuhi cabaran profesion saya sebagai guru / kakitangan pengurusan.</i>	1	2	3	4	5

Dimension E : Person Organization - Fit / Dimensi E : Kesesuaian Diri Dalam Organisasi						
Num	Item / Perkara	Scale				
1	I possess the skills to succeed at this organization <i>Saya mempunyai kemahiran untuk berjaya di organisasi ini</i>	1	2	3	4	5
2	I believe my abilities match those required by this organization is general <i>Saya percaya kebolehan saya sepadan dengan apa yang diperlukan oleh organisasi ini adalah umum.</i>	1	2	3	4	5
3	I have knowledge that meet the organization's demands <i>Saya mempunyai pengetahuan yang dapat memenuhi tuntutan organisasi</i>	1	2	3	4	5
4	My ability matches the characteristics of the organizations' <i>Keupayaan saya sepadan dengan ciri-ciri organisasi</i>	1	2	3	4	5

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED.
TERIMA KASIH UNTUK MASA DAN USAHA ANDA, KERJASAMA ANDA AMATLAH DIHARGAI

Appendix B : Frequency (Demographic)**Group**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Professional & Management	34	22.4	22.4	22.4
Support	118	77.6	77.6	100.0
Total	152	100.0	100.0	

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	91	59.9	59.9	59.9
Female	61	40.1	40.1	100.0
Total	152	100.0	100.0	

Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Administration	23	15.1	15.1	15.1
Students Affair	27	17.8	17.8	32.9
Training	102	67.1	67.1	100.0
Total	152	100.0	100.0	

Scheme

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid S	19	12.5	12.5	12.5
DV	94	61.8	61.8	74.3
N	24	15.8	15.8	90.1
Others	15	9.9	9.9	100.0
Total	152	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	30	19.7	19.7	19.7
Diploma	83	54.6	54.6	74.3
Degree	34	22.4	22.4	96.7
Master	5	3.3	3.3	100.0
Total	152	100.0	100.0	

Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	125	82.2	82.2	82.2
Divorce	8	5.3	5.3	87.5
Single	19	12.5	12.5	100.0
Total	152	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30	31	20.4	20.4	20.4
31-40	54	35.5	35.5	55.9
41-50	45	29.6	29.6	85.5
Above 51	22	14.5	14.5	100.0
Total	152	100.0	100.0	

Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	24	15.8	15.8	15.8
6-10	45	29.6	29.6	45.4
11-15	65	42.8	42.8	88.2
16-20	13	8.6	8.6	96.7

Above 21	5	3.3	3.3	100.0
Total	152	100.0	100.0	

Appendix C : Descriptive Result

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
PJFit	152	2.00	5.00	3.7336	.05419	.66812	-.193	.197	-.500	.391
PGFit	152	2.00	5.00	3.8026	.05147	.63454	-.262	.197	-.131	.391
POFit	152	1.50	5.00	3.5888	.06056	.74663	-.114	.197	-.181	.391
PVFit	152	2.00	5.00	3.5384	.05668	.69886	.176	.197	-.584	.391
PSFit	152	2.00	5.00	3.4912	.05979	.73711	.118	.197	-.572	.391
CareerDevelopment	152	1.75	5.00	3.7237	.05731	.70661	-.328	.197	-.298	.391
Valid N (listwise)	152									

Appendix D : Factor Analysis Result

Factor Analysis Result (Independent Variables)

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
PS1			.775		
PS2		.585			
PS3					.768

PS4	.623				
PS5				.673	
PS6			.795		
PV1	.850				
PV2		.778			
PV3				.811	
PV4			.784		
PV5				.535	
PV6	.771				
PO1	.925				
PO2		.827			
PO3					.714
PO4	.822				
PJ1	.932				
PJ2		.852			
PJ3		.832			
PJ4					.832
PJ5				.823	
PJ6			.812		
PG1		.792			
PG2					.838
PG3	.896				
PG4				.848	
PG5			.824		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.

KMO and Bartlett's Test – Person – Job Fit

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	816.032
	df	15
	Sig.	.000

KMO and Bartlett's Test – Person-Group Fit

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	468.297
	df	6
	Sig.	.000

KMO and Bartlett's Test – Person Supervisor Fit

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.776
Bartlett's Test of Sphericity	Approx. Chi-Square	468.735
	df	10
	Sig.	.000

KMO and Bartlett's Test – Person Vocation Fit

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	362.467
	df	10
	Sig.	.000

KMO and Bartlett's Test – Person Organization Fit

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.882
Bartlett's Test of Sphericity	Approx. Chi-Square	1314.284
	df	21
	Sig.	.000

Factor Analysis Result (Dependent Variables)

**Component
Matrix^a**

	Component
	1
CD1	.931
CD2	.540
CD3	.936
CD4	.595

Extraction Method:

Principal

Component

Analysis.

a. 1 components

extracted.

KMO and Bartlett's Test – Career Development

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.627
Bartlett's Test of Sphericity	Approx. Chi-Square	360.541
	df	6
	Sig.	.000

Appendix E: Reability Test Result

Independent Variables (Person Environment Fit)

Person-Job Fit

Reliability Statistics

Cronbach's Alpha	N of Items
.915	6

Person-Group Fit

Reliability Statistics

Cronbach's Alpha	N of Items
.906	4

Person-Supervisor Fit

Reliability Statistics

Cronbach's Alpha	N of Items
.891	5

Person-Vocation Fit

Reliability Statistics

Cronbach's Alpha	N of Items
.810	5

Person-Organization Fit

Reliability Statistics

Cronbach's Alpha	N of Items
.942	7

Dependent Variable (Career Development)

Reliability Statistics

Cronbach's Alpha	N of Items
.759	4

Appendix F: Correlation Test Result

Correlations

		PJFit	PGFit	PSFit	PVFit	POFit	CareerDev elopment
PJFit	Pearson Correlation	1	.544**	.398**	.425**	.552**	.908**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	152	152	152	152	152	152
PGFit	Pearson Correlation	.544**	1	.467**	.328**	.450**	.528**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	152	152	152	152	152	152
PSFit	Pearson Correlation	.398**	.467**	1	.287**	.325**	.391**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	152	152	152	152	152	152
PVFit	Pearson Correlation	.425**	.328**	.287**	1	.274**	.558**
	Sig. (2-tailed)	.000	.000	.000		.001	.000
	N	152	152	152	152	152	152
POFit	Pearson Correlation	.552**	.450**	.325**	.274**	1	.625**
	Sig. (2-tailed)	.000	.000	.000	.001		.000
	N	152	152	152	152	152	152
CareerDevelop ment	Pearson Correlation	.908**	.528**	.391**	.558**	.625**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	152	152	152	152	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix G: Multiple Regression Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.938 ^a	.880	.875	.26003

a. Predictors: (Constant), PGFit, PVFit, POFit, PSFit, PJFit

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.098	5	14.420	213.264	.000 ^b
	Residual	9.872	146	.068		
	Total	81.970	151			

a. Dependent Variable: CareerDevelopment

b. Predictors: (Constant), PGFit, PVFit, POFit, PSFit, PJFit